



WYBOSTON LAKES
R E S O R T

Gender Pay Gap Report

2023



INTRODUCTION

Wyboston Lakes Resort remains a beacon of independence and family values, steadfast in our commitment to fostering an inclusive environment where every team member feels valued and empowered. Our dedication to creating a culture of belonging has been the cornerstone of our reputation as a premier employer in the region.

Our actions are rooted deeply in the principles of Equality, Diversity, and Inclusion (EDI). These principles guide us towards a future where every individual has the opportunity to thrive. Our recent journey, detailed in our Environmental, Social, and Governance (ESG) report, highlights the deliberate steps we've taken to ensure that our workplace is a mirror of the diverse world we live in.

These milestones mark significant progress in our ongoing EDI journey, reflecting our deep-seated belief that the strength of our business is intrinsically linked to the diversity of our team. As we continue to build on our successes, including our accolades as one of the Top 50 Best Large Companies to Work For in the UK and ranking 6th in the Best Leisure & Hospitality Companies to Work For, we remain dedicated to fostering a workplace where everyone, irrespective of their background, gender or abilities, feels valued, understood, and integral to our collective success.



THE GENDER PAY GAP

Average male earnings



Gender Pay Gap



Average female earnings

Gender Pay Gap is not the same as equal pay.

It doesn't compare men and women doing the same job, but is more a measure of whether both genders are equally distributed across all levels of seniority of the business. Equal pay is paying men and women the same for doing the same or similar job.

All businesses are required to report both mean and median pay gaps.

The Median

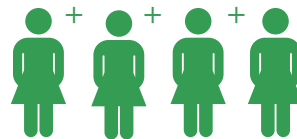


Lowest Hourly Pay



Highest Hourly Pay

The Mean



Hourly Rate



$$\frac{\text{Total Hourly Rate Of All Women}}{\text{Number Of Women}}$$

= Mean (Average) Hourly Pay Women

$$\frac{\text{Total Hourly Rate Of All Men}}{\text{Number Of Men}}$$

= Mean (Average) Hourly Pay Men



OUR GENDER PAY GAP

Our Gender Pay Gap data was taken as a snapshot on 5th April 2023 and includes all team members who were employed with the business on this date.

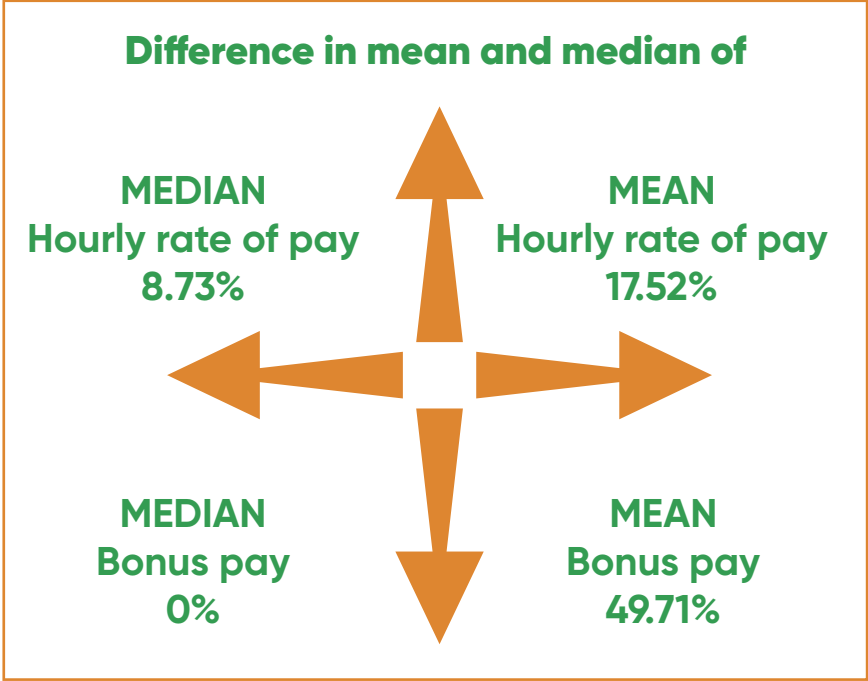
Our overall team is made up of 88% operational team members and 12% in administrative based roles.

	2021		2022		2023	
Total Team Members	223		285		307	
	♀	♂	♀	♂	♀	♂
Team Members	141	82	192	93	202	105
% Team Members	63%	36%	67%	33%	66%	34%

MEAN & MEDIAN PAY GAP

In 2023, we saw significant improvements in both our Mean and Median pay gaps, underscoring our ongoing commitment to fair and equitable compensation across the company. Our operational team members are remunerated according to predefined pay bands, ensuring consistency in pay regardless of age, ethnicity, or gender.

This system not only facilitates fairness but also fosters a culture of transparency and honesty, as all pay bands are openly shared with our team. Furthermore, we enhance our commitment to transparency by disclosing the salary range for each role in its job advertisement. This practice is a testament to our core value of transparency, reinforcing our dedication to an open and honest workplace environment.



PAY QUANTILES IN 2023

Our pay quartile analysis highlights the significant representation of women within our workforce, particularly within specific teams that traditionally feature a high percentage of women team members.



Of our 271 operational team members, 30% (81) belong to the Spa and Housekeeping teams, where 92% are women— a demographic composition that has been consistent over time. Similar trends are observed in our Food & Beverage and Conference & Events teams, which are also positioned within the lower pay bands. This distribution contributes to a higher concentration of women in the lower and middle pay quartiles. While we always prioritise hiring the best candidate for each role, irrespective of gender, the predominance of women in these roles influences the overall representation in our equitable pay bands.



EVERYONE BELONGS AT WYBOSTON

At Wyboston Lakes, the sentiment 'Everyone Belongs' is more than a motto—it's the bedrock of our community and culture. In 2023, we proudly supported the advancement of our women managers by enrolling 7 of them in Jodi Goldman's Face Forward programme. This transformative experience empowers women to conquer imposter syndrome, assert their voice, and advocate for themselves. Furthermore, two of our Central Support Office Managers participated in the WiHTL Global Women's Leader Programme, designed to accelerate the career growth of high-potential women through rich learning opportunities and experiences.

Recognising the importance of comprehensive career support, we are exploring additional avenues to foster the development of all our team members, regardless of gender. This includes considering coaching, mentoring, and leadership development programmes tailored to meet diverse needs.

The initiation of our 'Your Voice Belongs' focus groups in the early part of 2023 marked a significant step towards engaging our teams in our ESG objectives. This initiative ensures that every team member, at every level, can contribute to and engage with our goals, reinforcing a shared sense of purpose and direction.



EMOTIONAL

*DO THE RIGHT
THING, EVEN
WHEN NO-ONE
IS LOOKING.*



RELATIONAL

*SUPPORT, RESPECT
& TRUST EACH
OTHER. WE
ARE STRONGER
TOGETHER.*



THINKING

*TREAT EVERY
PENNY AS
THOUGH IT'S
YOUR OWN.*



EXECUTION

*BE BOLD,
BUT NOT
RECKLESS.*

#WeAreStrongerTogether

PAY QUANTILES IN 2023 Continued...



Our Senior Leadership Team showcases a balanced gender distribution of 50/50 between men and women, mirroring this equity at the highest levels of our organisation, including equal representation on our main Board.

We take pride in our family heritage, notably with our Chairwoman, who is the granddaughter of the founder, exemplifying the influential roles women have played and continue to play in shaping our business.

Despite the high proportion of women across our company and their significant career advancements, the predominance of women in certain roles, especially below the Assistant Manager level, impacts the gender distribution across our pay quartiles. We remain committed to fostering career progression for all team members, ensuring that our workplace reflects both our respect for diversity and our commitment to gender equality.

	Women	Men
All Team Members	68%	32%
Senior Leadership Team	54%	46%
Senior Managers	50%	50%
Managers/HOD	53%	47%
Assistant Managers	27%	73%
Supervisors	75%	25%



EVERYONE BELONGS AT WYBOSTON

Continued...

Our dedication to DEI was celebrated in December 2023, when we were honoured with a Silver award by Inclusion Inc., acknowledging our ongoing efforts to make Wyboston Lakes a place of belonging. As we commemorated our 40th anniversary in 2023, our enduring legacy and forward-looking business plan position us competitively in the marketplace, underpinned by our foundational values.



We are committed to the continuous development of our team, our DEI initiatives, and our pursuit of ESG objectives. Our team members, supported by our leadership, Culture Champions, and 'Your Voice Belongs' focus groups, wholeheartedly embody our core values. This collective effort ensures that fostering a diverse and inclusive team remains central to everything we do, echoing our belief that indeed, everyone belongs at Wyboston.




Steve Jones
Chief Executive
Officer


Julie Ireland
Chief Financial
Officer


Katherine White
People and Culture
Director